



DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY ARMOR CENTER AND FORT KNOX  
201 6TH AVENUE, SUITE 156  
FORT KNOX, KENTUCKY 40121-5721

REPLY TO  
ATTENTION OF:

PECP-SWR-F (672)

13 February 2006

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Policy Memo No. 41-11 – Civilian Incentive Awards Program

1. References:

- a. AR 672-20, Incentive Awards, 1 June 1993, with Change 1, 29 January 1999.
- b. TRADOC Supplement 1, 19 January 2005, to AR 672-20, Incentive Awards.
- c. Fort Knox Labor Management Agreement, 20 April 2001.

2. The Civilian Incentive Awards Program is designed to recognize those civilian employees whose performance exceeds established job standards. Recognizing deserving employees with cash and honorary awards motivates other employees to strive for individual performance and achievements to attain similar levels of recognition.

3. Commanders/Directors will utilize a sufficient percentage of civilian pay dollars to recognize high achieving employees with monetary awards. For FY06, each organization will have 1 percent of their civilian pay budget set aside for monetary awards. The 1 percent does not entitle or guarantee every employee receives an award. Granting awards to employees who only meet performance expectations undermines the awards program by causing employees to distrust the system and question the reason awards are granted. The motivation to excel is lost.

4. To be effective, the awards program must be highly visible and perceived by employees as a fair means of recognizing high performers. An award ceremony should be held at appropriate levels in the organization during which award certificates and recognition devices are presented to the employee. Employee awards should be publicized in staff meetings and other mechanisms to convey the results of the awards program to employees.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read "Russell D. Gold".

RUSSELL D. GOLD  
COL, GS  
Chief of Staff

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CF:  
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